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Central Intelligence Agency

Washington, D.C. 20505

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6 DEC 1984

Mr. Hugh Montgomery
Director of Intelligence and Research
Department of State

Dear Hugh:

Thank you for taking the time to comment on the Directorate of Intelligence Research Program for 1985. Despite your use of the mouse-elephant analogy, I can assure you that we count your insights vital to ensuring that our research effort stays closely linked to key policy concerns.

We continue to believe the cross-cutting themes are a useful research planning device. The challenge is to revitalize and adapt the themes to changing needs. We can use all the help we can get from you in keeping them current and focused on priority issues.

The DI will put even greater emphasis next year on placing office programs in a broad analytic context and relating papers to work being done elsewhere. I agree that the 1985 ALA program is a good model for us to use in developing next year's DI-wide program.

We are at one with you on the need to share data and data bases to the degree possible. To this end, the DI is attempting to design data bases so that they can be generally useful to all analysts. Considering the rapid changes in technology in this area, however, I believe it premature to forecast what forms the sharing will take when you are ready for it. Nonetheless, you raise an important concern that will increasingly preoccupy intelligence managers, and it is a topic we should revisit at a later date.

The DI of course understands that your priorities will continue to dictate a production strategy centered on current intelligence. Nonetheless, we find your research papers useful and complementary to our own longer term efforts. Please continue to share with us your status reports of INR studies in process as well as the studies themselves.

Again, my thanks for your thoughtful comments.

Sincerely,

Robert M. Gates
Deputy Director for Intelligence

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